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6 June 1986

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MEMORANDUM FOR: Director of Central Intelligence

FROM: Deputy Director of Central Intelligence

SUBJECT: Agenda

For all practical purposes, you and I have a little over two years to undertake and/or complete whatever further institutional changes in CIA we believe are needed to meet the challenges of the future. To put it starkly, we need to think through each of the directorates and our practices and see if you are content with the present arrangements, attitudes, culture, leadership, and prospects. For what it is worth, here are my thoughts.

Directorate of Intelligence

This is the directorate that you have changed the most. The directorate received the most comprehensive reorganization in its history at the end of 1981 and then had the way it went about its business dramatically -- even traumatically -- revamped. The place essentially was taken up by the roots, told what had existed before had been found wanting, and was told to develop a whole new approach to the way research was planned and carried out, the establishment of priorities, the consideration of alternative views, and the most rigorous quality control ever imposed. Changes to the culture and organization of the DI are probably the most far-reaching in the Agency during your tenure. The agenda is not finished for the DI. There is still a reluctance to cast the net broadly enough to get a genuinely diverse set of opinions on issues and too great a reluctance to consider unorthodox views. Nevertheless, for the most part this is a matter of continuing to press, a matter of keeping up the pressure, and encouraging those within the organization who agree with the approach we have tried to inculcate.

Directorate of Administration

Oddly enough, although you have certainly spent less time on the DA than on the DI or the DO, it has changed the next most dramatically during your tenure. There is not a single office director today in the DA who was there when you came into office. While the organizational changes have not been as wide-ranging as in the DI, they have been no less wrenching, as part of the Office of Communications was merged with the Office of Data Processing, the Office of Personnel was put back into the Directorate, and various other smaller-scale changes were made. It has been a period of great challenge for the DA (the new building, the

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commo upgrade, huge new effort at recruitment, the great influx of people into the Agency, new stresses in security, the introduction of massive new computer capabilities, and on and on). This is a directorate that has had its morale shaken by having so many people from outside the directorate placed in senior management positions. With the appointment of [] this problem should correct itself fairly soon. A lot has changed in the Directorate of Administration and, in a way, it is in a transition from the isolated offices of the past that were essentially very narrowly focused to some broader-gauged organizations that are much closer in touch with the elements of the Agency they serve. These are trends that must be continued, but I think there is little need for further organizational or personnel changes.

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Directorate of Science and Technology

This organization is essentially a black hole for me and, I believe, to a large extent for you. OD&E, OTS, and OSO each continue to perform modern miracles in what they do. The question that is difficult for you or me to gauge is how much more they should be doing or could be doing and whether the assets are being deployed in the wisest possible fashion. FBIS and NPIC are going through massive upgrades and seem to be not only continuing to perform well but carrying out the upgrades effectively (although John was concerned about the lack of a good technical man at the head of FBIS for the finishing stages of the modernization program.) In sum, it seems to me that the DDS&T is in about the same position it has always been in since it was formed -- essentially an organization apart from the rest of CIA except in the case of OD&E and ORD that work reasonably well with the DI, OSO that works well with NSA and DO, and OTS that works better than it has in the past with the DO. I don't really have any recommendations or suggestions for change with the Directorate of Science and Technology, but we should take some soundings inside and outside the building. [] as former ADDS&T, may have some useful insights. The major flaw that I see in its performance -- the difficulty in collaboration among its own offices as well as with other organizations -- is well recognized by Evan and has been high on his action list.

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Other

- We have too many problems and issues the directorates still try to work individually. There need to be a lot more cross-directorate task forces that do their work in a few days, weeks or months and then disband.
- We should think about picking up on Clair's notion that maybe DI analysts should assume a greater role in the DO reports function. It would benefit both organizations and the product.

Historically, there is a great tendency in the latter half of a President's second term for officials and bureaucracies to coast, with few new initiatives or ideas and little energy. We cannot allow that here. This memo is pointed at CIA and what we should do with the time we have left. There are undoubtedly other possible changes in people or process we should get in place to point toward 1989, but the above should serve as a starting point for considering the base we will leave for our successors and from which they will launch into the four years leading into the 1990s. I think all the pieces are not yet in place.

As a first step, I recommend you send separate memoranda to the Executive Director and to deputies noting that you want to leave CIA in the strongest possible shape by the end of the Administration, that day-to-day management is important but that each senior manager should have an agenda of longer range improvements and changes to leave his organization stronger and better than he found it. The memo would ask each of the five personally to prepare for us a very specific statement of what measures he plans to take over the next two years to strengthen and improve his organization. A sample is attached.


Robert M. Gates

Attachment:
As Stated

6 June 1986

MEMORANDUM FOR: (Each Deputy)
(Executive Director)

FROM: Director of Central Intelligence

SUBJECT: An Action Agenda

There is a tendency in the latter half of the second term of any President for government organizations to coast, having run out of ideas, initiatives and energy. This obviously cannot be allowed at CIA. I want to leave this place in the strongest possible shape for the next President who likely will face even greater challenges than Ronald Reagan. This means we cannot afford to rest on our laurels and complacently be content with what we have accomplished in the past several years.

Each of us holds these senior positions for a relatively short period of time and I believe it is important that we use that time not only to manage the organization effectively but to devise and implement measures that will strengthen and improve our work over the longer term.

Accordingly, I would like for you personally to prepare for me and the DDCI your appraisal of areas in your organization where longer range improvements and strengthening still are needed and the measures you plan to accomplish such improvements or changes. I am interested not just in

organizational changes, but also efforts to change attitudes and ways of doing business both within your organization and between it and other parts of CIA and the government.

While day to day management is important, efforts to bring about longer range strengthening of the organization are equally so. I am concerned that we not become focused on the day to day problems to the exclusion of broader and longer range needs. I would like to have this memo from you by June 20th.

Excluded from automatic downgrading and declassification

IS- 2682

10 June 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM: Director of Central Intelligence

SUBJECT: An Action Agenda

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William J. Casey

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Executive Registry

CS- 2682/1

10 June 1986

MEMORANDUM FOR: Deputy Director for Intelligence
FROM: Director of Central Intelligence
SUBJECT: An Action Agenda

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Executive Registry

65- 2682/2

10 June 1986

MEMORANDUM FOR: Executive Director

FROM: Director of Central Intelligence

SUBJECT: An Action Agenda

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86- 2682/3

10 June 1986

MEMORANDUM FOR: Deputy Director for Science and Technology

FROM: Director of Central Intelligence

SUBJECT: An Action Agenda

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Executive Registry

86-2682/4

10 June 1986

MEMORANDUM FOR: Deputy Director for Operations
FROM: Director of Central Intelligence
SUBJECT: An Action Agenda

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